

Committee on Equal Opportunities
Council on Postsecondary Education
February 16, 2009

Gateway Community and Technical College
Campus Visit Report

ACTION: The Council staff recommends that the CEO adopt the report of its campus visit to Gateway Community and Technical College, October 29-30, 2008, and that the report be forwarded to the KCTCS president and Gateway president along with a request that a report regarding its implementation be given at the April 21, 2009, meeting.

The Committee on Equal Opportunities is charged with monitoring institutional progress toward implementing *The Kentucky Plan for Equal Opportunities* and the Partnership Agreement with the U. S. Department of Education's Office for Civil Rights. Monitoring is completed through data analysis and campus visits.

The CEO visited Gateway Community and Technical College in Covington, Kentucky, October 29-30, 2008, to meet with campus leaders, students, faculty, and other members of the campus community. The meetings were designed to give committee members an opportunity to hear from selected members of the campus community. Campus visits are not meant to gather scientific, empirical data, but rather to learn first-hand about the success of equal opportunity plan implementation on the Gateway campus.

Gateway CTC is a comprehensive, two-year college comprised of 3 campuses (Boone, Covington, and Edgewood) and 2 centers (Park Hills and the Urban Learning Center); campuses are located in Boone, Kenton, and Campbell Counties, and are accessible within minutes of the interstate. Gateway CTC is the youngest of 16, two-year, open-admission colleges of the Kentucky Community and Technical College System (KCTCS). Gateway offers more than 200 credit program options in various academic and technical disciplines leading to associate degrees, diplomas, and certificates in 30 program areas.

Gateway plays an integral role in the statewide mission of the KCTCS and provides access to affordable postsecondary education and workforce training for adult learners in the northern Kentucky area as well as surrounding counties. The college offers distance learning opportunities through on-line and e-learning courses as well as off-campus sites in Kentucky. Additionally, Gateway has articulation agreements with Northern Kentucky University and other local colleges and universities that facilitate transfer of designated classes into qualifying programs in education, business, and other fields. According to Gateway

administrators, as of fall 2007 student enrollment totaled 3,130 students, including 1,738 (or 55.5 percent) African American and white female and 1,277 (or 40.8 percent) African American and white male. Overall, 90 percent of the students were white and, 6 percent African American (the figures above include in-state as well as out-of-state students). As of fall 2007, a total of 161 (or 5.5 percent) Kentucky resident African Americans and 2,771 resident whites were enrolled at Gateway.

Recommendations by the CEO

General

1. Pursue forcefully appointments of ethnic minorities (African American and Hispanic) to the Gateway board of directors. The current board should have a greater presence compared to the presence of African Americans and Hispanics in the northern Kentucky/Covington/Newport community and service areas. As opportunities become available, the institution should work closely with the system office to secure additional ethnic minority representation on its board.
2. The CEO should encourage the comprehensive universities and Kentucky State University, to more actively engage in discussions regarding opportunities for collaboration. Greater opportunities for student transfer and bachelor's degree completer programs are two examples that should be more fully explored.
3. More emphasis should be given to the student advising program; Gateway should conduct a desk audit of its advising policies/procedures to ensure consistent interpretation and implementation and communication to students.
4. A stronger focus on the recruitment/enrollment of ethnic minorities for both the technical and community college should be undertaken. Gateway has an open admission policy and a consistent and strong enrollment record. However, the strategies employed by the institution seem to yield very few ethnic minority enrollments, particularly African Americans. Gateway should evaluate the recruitment efforts, policies, and procedures to ensure efficiency of implementation and productivity.

Communications

1. The outreach/marketing initiative should include personable strategies to build stronger relationships with the diverse population in the northern Kentucky community.
2. Students were complimentary of the institution, various programs, and the availability of assistance at Gateway. However, based on focus group discussions, customer service in the financial aid office presents challenges for students attempting to obtain advice and counseling. Gateway should periodically conduct impromptu service audits of the financial aid office to determine whether current policy and procedures are yielding the level of service envisioned by the administration.

3. Gateway should seek to provide uniform services across the campuses. There were conflicting interpretations or lack of clarity among students of the services provided at the community and technical campus.
4. KCTCS administrators at the central office are encouraged to utilize the SREB Doctoral Scholars Program contact cards collected at the Institute for Teaching and Mentoring and share the scholars' contact information with the 16 KCTCS districts. Additionally, KCTCS should consider sharing African American resumes compiled in the KCTCS database with administrators in each district.
5. Many students communicated the need for transportation and childcare to administrators at Gateway. Limited funding prohibits the institution from constructing a childcare center on campus; however, students run a program several days a week in the mornings. Transportation is provided in limited areas in and around northern Kentucky for students without transportation. KCTCS should consider administering a survey and extending the hours of transportation, based upon information contained in the survey, to accommodate more students.

Employment and Career Advancement

The focus group discussions suggest that there are several key questions to consider in future policy discussions regarding the representation of ethnic minorities among classroom faculty.

- Why are certain ethnic groups less likely to apply for or receive offers for positions at this institution? (Do these groups see this as a declining choice, are there barriers to choice, and are monetary considerations important or the sole influence?)
 - How should or can choice be redefined to encourage greater participation by minorities in the professoriate at Gateway? (Enabling of options for minorities to apply for, be considered, and be offered an opportunity to be employed at Gateway in greater numbers.)
 - What is the likely consequence of offering more or less choice to prospective minority applicants for faculty or professional positions? (Given that over time the structure of postsecondary education and institutions shift in response to competitive pressures, how should policy shift to accommodate the achievement of certain objectives? Choice may have eroded even without significant changes.)
1. Gateway should implement strategies that more strongly promote diversity as an objective and publicly acknowledges the success of campuses, departments, and individuals for achieving diversity objectives.
 2. Gateway should identify and inform faculty and staff of programs intended to assist with career advancement or terminal degree completion. Interested individuals should be made aware of the SREB Doctoral Scholars Program.

3. Gateway should consider identifying alternative media outlets to recruit African Americans, as well as other diverse groups, to apply for administrative, executive, managerial, faculty, and professional staff positions at Gateway.

Recommendations or Concerns to the CEO

Gateway has identified and is implementing various strategies to attract a more diverse student body, faculty, and staff population and to encourage the community to work collaboratively to promote diversity and education as a tool for community and economic development.

1. The CEO should encourage the comprehensive universities to more actively engage in discussions about opportunities for collaboration with Gateway. Greater opportunities for student transfer and bachelor's degree completer programs are two examples that should be fully explored, particularly at Kentucky State University.
2. The CEO should encourage KCTCS to explore initiatives linked to town and gown and the success of partnerships within the Gateway community.
3. The CEO should actively/directly share the names and contact information of SREB Compact for Faculty Diversity Ph.D. completers as a resource to community and technical colleges to further increase diversity among the faculty, professional staff, and administrators.

Staff preparation by Sherron Jackson and Rana Johnson